

RSW

15 FEB 1972

JWC

The Attachment to the
memo to the Ex Dir -
Compt, Subj: Managerial
Inid - Actual Organization
Culture Exercises ^(attached) are
illustrative of material
given to MAG. In fact,
OR tells me that
Attachment A is
identical to the last
info provided MAG.
There was some earlier
info and OR says

they will re-cover &
forward, but say that
it is almost identical
to Attachment A.

MAG has not returned
the material.

I have tried diplomatically
to convey your points
243 to [redacted]
& [redacted] — hope
some improvement
may be noted

JWG 15 FEB

YOU WILL RECALL I FORWARDED THE
MATERIAL TO COLBY THIS AM — NOTING

RSW^{EW} - LDP

1. We still don't know what was provided - I'd like to see copies. Also wonder if data remains NAG or is returned OK.
2. We have situation that special group is informed while formal structure is not.
3. We have instance of directorate request to be involved in response was ignored.



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20 January 1972

MEMORANDUM FOR: Deputy Director of Training

SUBJECT : Support School Liaison with the Management
Advisory Group (MAG)

X1 1. In the fall of 1969 several of us met informally with Mr. [] at that time a member of MAG, to explain to him the kind of data produced by participants in Managerial Grid seminars, particularly the data concerning Agency management problems. We were also interested in hearing from Lyle about the charter and methods of operation of the MAG and any possible relationship, in either substance or method, to the Support Directorate Problem Solving Seminars.

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2. In March of 1971 Mr. [] at that time a Co-Chairman of the MAG, sent a memo to Mr. [] in Colonel White's office suggesting that the production from the Managerial Grids be reviewed regularly by MAG for any clues to the kinds of problems which Agency employees consider significant.

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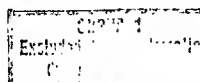
X1 3. Colonel White forwarded the MAG's suggestion, described in Paragraph 2 above, to the DTR through the DDS, and we subsequently phoned [] to describe our existing informal contacts with the MAG; to indicate that we were already in the process of providing the MAG with data from the Managerial Grids, and to note that we had extended an open invitation to MAG members to attend any of the Grid sessions at which these management problems are discussed.

4. Between March and November of 1971 we sent a number of pieces of paper to the MAG. These represented the production from various Managerial Grids and centered on the subject of barriers to greater managerial effectiveness and steps to overcome these barriers.

X1 5. As of November, 1971, the MAG, in the person of [] indicated that they believed they had enough "feel" for the kinds

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of problems surfaced in Grid seminars and therefore would not require further data from us. At the same time [] showed an interest 25X1 in the kind of production typical of the "Application Session" in the Advanced Management (Planning) course. We have arranged to meet with some of the MAG members on Tuesday, 25 January, 1972, to describe to them this production. Unfortunately, at this point in time it looks as though the AM(P) is headed for the scrap heap! However, should the course be terminated we undoubtedly will retain in some form the "Application Session", either as a part of existing courses or as part of a new workshop.



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Chief, Support School, TR

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